

RESEARCH RELEASE

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AGA RESEARCH STUDY SHOWS STATE AND LOCAL GOVERNMENTS' USE OF PERFORMANCE MEASURES IMPROVES SERVICE DELIVERY

Research examined current performance measures used by select state and local governmental entities

Alexandria, VA (December 18, 2009) – AGA today released a new research report titled, "State and Local Governments' Use of Performance Measures to Improve Service Delivery." This project was intended to determine how performance measures are used by governments to improve service delivery and also to describe their efforts in such a way that other governments can adopt similar practices. We hope the report will encourage governments at all levels to use this management technique to make better use of their limited resources and better serve their constituents.

This study, sponsored by AGA's Professional Corporate Partner, /Crowe Horwath/, had three parts: identification of the elements of performance management used to improve service delivery; development of case studies describing five governments' successful use of performance measures to improve service delivery; and execution of an online survey to determine the extent to which the performance management elements are used.

One key success factor was the use of consistent measures from period to period to sustain attention on the measures, at the same time recognizing that measures can and should be modified when necessary to reflect changing requirements or expectations of stakeholders. Several other key success factors were identified in the research:

- regular and frequent analysis of the performance results data in comparison to prior periods, targets or benchmarks.
- regular reviews of the analysis and results by the chief executive and/or his designee with the responsible agency heads.
- agreements with the agency heads on steps to be taken when the data reveal the need and opportunities for improvement.

The research identified several elements that must be present in a system to use performance measures to improve service delivery. A survey was sent out to determine the extent to which the performance management elements are being used, and interviews with five governments that are successfully using performance measures to improve service delivery were developed

into case studies in the text of the report. The high quality of the report is due in no small part to the willingness of those governments to be interviewed. The five governments were the cities of Baltimore, MD; Fishers, IN; New York, NY; Westminster, CO; and the state of Washington.

This report demonstrates that the use of performance measures has already been adopted by many governments. It also provides guidance with which other governments can start to follow suit. The most significant missing piece is the desire and discipline to start and maintain the process-and that is ultimately up to each government body.

The AGA Corporate Partner Advisory Group (CPAG) Research Program chooses projects that are likely to provide helpful guidance to all levels of government-federal, state and local.

Read the report

<http://internetmailmanager.com/i/ou.htm?a=207749&b=1618560&c=8508647&d=http:%7E%7Ewww.agacqfm.org%7Eresearch%7Edownloads%7ECPAGNo23.pdf>>/*.

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